

 <div style="text-align: center;"> Financial Assistance Award DENALI COMMISSION 510 L Street, Suite 410 Anchorage, Alaska 99501 (907) 271-1414 (phone) (907) 271-1415 (fax) www.denali.gov </div>		Award Number	01074-00		
		Award Title	Alaska SourceLink Web Portal		
		Performance Period	December 15, 2008 through June 30, 2010		
Authority 112 Stat 1854		CFDA Number 90.100		Recipient Organization & Address University of Alaska 3211 Providence Drive Anchorage, AK 99508 Phone: (907) 786-4853 Recipient DUNS # 076664986 TIN # 926000147	
Denali Commission Finance Officer Certification Jennifer Price 01/27/2009					
Cost Share Distribution Table					
Accounting Code	New Funding		Prior Period Funding		Total
	Denali Commission	Other Contributors	Denali Commission	Other Contributors	
95670000AL	\$449,295.00		\$0.00		\$449,295.00
	\$0.00		\$0.00		\$0.00
	\$0.00		\$0.00		\$0.00
	\$0.00		\$0.00		\$0.00
	\$0.00		\$0.00		\$0.00
		\$0.00		\$0.00	\$0.00
		\$0.00		\$0.00	\$0.00
		\$0.00		\$0.00	\$0.00
		\$0.00		\$0.00	\$0.00
Total	\$449,295.00	\$0.00	\$0.00	\$0.00	\$449,295.00
This Financial Assistance Award approved by the Federal Co-Chair of the Denali Commission constitutes an obligation of federal funding.					
<p>The Alaska Entrepreneurial Consortium (AEC) will establish and operate a free web-based community referral network or "entrepreneurial assistance portal" by adopting the nationally proven U.S. SourceLink model and adapting it to Alaska's specific needs. The purpose of the Alaska SourceLink portal will be three-fold: to provide small business owners and entrepreneurs with easy access to technical assistance resources across the state; to promote the services of technical assistance providers through a collaborative marketing umbrella; and to identify service gaps and augment local technical assistance resources as necessary.</p> <p>Alaska SourceLink will be developed with both the small business owner and entrepreneur in mind, providing one point of access to education, training, technical assistance, and other services and resources that support the success and growth of small businesses. Alaska SourceLink will include a client management system that allows non-profit and public sector business development organizations and service providers to track client information and referrals, post events, and generate customized surveys and reports. Alaska SourceLink will also help funders to identify gaps in services and increase their return on investment.</p>					
Signature of Authorized Official - Denali Commission Electronically Signed		Typed Name and Title George Cannelos Federal Co-Chair		Date 01/27/2009	

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AWARD CONDITIONS

1. Scope of Work

The Alaska Entrepreneurial Consortium (AEC) will establish and operate a free web-based community referral network or "entrepreneurial assistance portal" by adopting the nationally proven U.S. SourceLink model and adapting it to Alaska's specific needs. The purpose of the Alaska SourceLink portal will be three-fold: to provide small business owners and entrepreneurs with easy access to technical assistance resources across the state; to promote the services of technical assistance providers through a collaborative marketing umbrella; and to identify service gaps and augment local technical assistance resources as necessary.

Alaska SourceLink will be developed with both the small business owner and entrepreneur in mind, providing one point of access to education, training, technical assistance, and other services and resources that support the success and growth of small businesses. Alaska SourceLink will include a client management system that allows non-profit and public sector business development organizations and service providers to track client information and referrals, post events, and generate customized surveys and reports. Alaska SourceLink will also help funders to identify gaps in services and increase their return on investment.

Project performance shall be monitored and measured on a quarterly basis using the documentation of record (project nomination) as a reference point, making updates as necessary. The following items shall be monitored and reported in the narrative of the quarterly report:

1. Improved economic and subsistence opportunities.

U.S. SourceLink evolved from KC SourceLink, an initiative funded by the Ewing Marion Kauffman Foundation ("The Foundation of Entrepreneurship") in Kansas City. U.S. SourceLink has gone to scale in several cities and states around the country, and was recognized by the U.S. Department of Commerce, Economic Development Administration with its 2007 Excellence in Economic Development Award for Enhancing Regional Competitiveness. Below are web addresses for some of the established U.S. SourceLink sites:

- NetWork Kansas: <http://www.networkkansas.com/>
- Missouri SourceLink: <http://www.mosourcelink.com/>
- Cincinnati EEC: <http://www.cincinnatieec.com/>

Based on the experiences of these and other SourceLink users, Alaska SourceLink anticipates the following outcomes:

- Increased camaraderie and networking across industries and service providers
- Improved awareness of organizations that provide assistance to small business developers and entrepreneurs
- Augmentation of new services as service gaps are identified
- Enhanced understanding of core competencies among service providers
- Greater use of limited resources and manpower as those seeking services have instant access and efficiencies are developed
- Ensured access and equity of services across all regions of Alaska.

Project Partners - Alaska Entrepreneurial Consortium (AEC)

AEC is a coalition of regional development organizations and statewide service providers who share the

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collaborative goal of strengthening support to entrepreneurs and small business owners by providing easy access to available resources. The University of Alaska Center for Economic Development will be the lead agency during the startup period. AEC partners include:

- Alaska Federation of Natives
- Alaska InvestNet
- Alaska Department of Commerce, Community and Economic Development
- Alaska Village Initiatives
- Anchorage Economic Development Corporation
- Bering Strait Development Council
- Copper Valley Development Association
- Fairbanks North Star Borough Economic Development Commission
- Interior Rivers Resource Conservation & Development, Inc.
- Kenai Peninsula Economic Development District
- Lower Kuskokwim Economic Development Council
- Mat-Su Resource Conservation & Development, Inc.
- Northwest Arctic Borough Economic Development Commission
- Prince William Sound Economic Development District
- Southeast Conference
- Southwest Alaska Municipal Conference
- University of Alaska Center for Economic Development
- University of Alaska Small Business Development Center
- Western Alaska Community Development Association

Supporting the Success of Entrepreneurs and Small Business Owners

When the University of Alaska Anchorage Institute for Social and Economic Research and the University of Alaska Center for Economic Development conducted their 2007 study, *Viable Business Enterprises for Rural Alaska*, small business owners across the state expressed frustration about the difficulty of finding relevant information and training on business and financial management, marketing, and available sources of funding. Often, business owners said they did not know what they needed to know, far less know where to find such assistance.

Professionals working in the economic development field have been aware of this issue for some time from conversations with clients, conference and workshop attendees, and business plan competition applicants. Most service providers have a website, but do not always have the staff available to keep the information current. Most websites link to other resources, but the links are usually limited in scope and sometimes outdated.

Alaska SourceLink will provide a virtual "one-stop shop" for individuals seeking information on all aspects of starting and growing a business. Anyone visiting the website looking for a specific type of information can make a quick and easy individualized search according to their business characteristics and type of assistance sought.

This web-based service will be free to anyone with access to a computer. For individuals without computer access or who are not sure of the kind of help they need, Alaska SourceLink will have a toll-free hotline, staffed Monday-Friday during regular business hours by a trained Resource Navigator.

Strengthening the Impact of Service Providers

Service providers supporting small businesses find it challenging to get the word out about their services with limited marketing funds. It is also difficult to stay abreast of who provides which services, when new programs or services are continuously being added or existing programs and services are

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discontinued.

In addition, service providers across the state regularly receive calls for assistance outside their scope, and are sometimes unsure of the most appropriate place to direct inquiries.

With the introduction of Alaska SourceLink, service providers will be able to refer clients quickly and easily to the appropriate assistance, thereby freeing up the providers' time to focus on their qualified clients.

Providers will also be able to track their client interactions and manage referrals made to other organizations and referrals received. They will have the ability to edit their profile, post events online, manage event registrations, email invitations directly to select clients or to distribution lists, and track event attendance.

Alaska SourceLink enables service providers to survey their clients on a wide variety of topics. For clients with no email address, the system automatically prints out a paper survey for mailing.

Creating an Entrepreneurial Climate

In *Growing Entrepreneurs from the Ground Up*, the Community Policy Analysis Center at the University of Missouri-Columbia identified 10 environmental components that affect the entrepreneurial climate: physical infrastructure; commercial and professional infrastructure; financial resources; community environment and design; human resources; government and institutions; markets; networking; quality of life; and community beliefs and attitudes.

Alaska SourceLink addresses at least six of these components at the basic, advanced, and high-performing support levels:

- *Commercial and professional infrastructure*
 - o Lists and links to professional services
 - o Lists and links to regional and statewide resources
 - o Identifies gaps in commercial and professional services, enabling providers and funders to plan how to address such gaps
- *Financial resources*
 - o Lists and links to available business financing tools
 - o Lists and link to financing options for a small business
 - o Identifies programs in the state that provide venture capital and seed capital for particular types of businesses and new technology
 - o Links to the Alaska InvestNet angel investor network
- *Human resources*
 - o Lists and links to educational programs, seminars, and workshops that assist individuals starting or growing a small business
 - o Lists and links to distance-learning resources
 - o Lists and links to programs promoting youth entrepreneurship
- *Government and institutions*
 - o Brings public and non-profit collaborators together to provide a comprehensive package of support for entrepreneurs
- *Markets*
 - o Lists and links to marketing training and resources for businesses
 - o Lists and links to feasibility consulting services
- *Networking*
 - o Creates online networking opportunities for small business owners
 - o Connect service providers, enabling them to partner more effectively in providing support to

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- businesses
- o Connects service providers, enabling them to identify and address duplications and gaps in services
- o Provides a platform for dialogue between service providers and small business owners to plan and implement programs and events that bring service providers and small business owners together.

PROGRAM GOALS AND OBJECTIVES

Long-Term Goal

The primary goal of Alaska SourceLink is to promote entrepreneurship and support the success of small business growth in Alaska. A diverse economy with many small employers is healthier than an economy dependent on a few large employers. Small employers tend to be more committed community stakeholders, and their profits and decision-making remain local.

Short-Term Goals and Objectives

Alaska SourceLink has developed the following strategic goals and objectives for the 12-month start-up period (December 15, 2008 - December 31, 2009):

1. Provide entrepreneurs with easy access to education, technical assistance, mentoring, and other resources
 - o Design appropriate look and feel for easy-to-use Alaska SourceLink website
 - o Recruit resource partners to the network and map assets
 - o Gather and upload resource partner information to the website's Resource Navigator system (fields are compliant with SBA reporting requirements)
 - o Train Network Navigators to staff hotline Monday through Friday, 8:30 AM to 4:30 PM
 - o Post ongoing classes and events
 - o Market Alaska SourceLink through AEC members, resource partners, and entrepreneurship and economic development networks
 - o Provide regional training to partners and potential customers on use of website
 - o Reach out to Alaska market with presentations at state conferences and to local business groups
2. Connect entrepreneurs to each other
 - o Set up blogs and wikis as appropriate to needs of users
 - o Promote attendance at regional workshops and business conferences
3. Document entrepreneurial activity and service outcomes across Alaska
 - o Track client interactions and referrals
 - o Survey customers six months after contact to determine how well they were helped and their level of satisfaction with Alaska SourceLink services
4. Identify gaps in services to entrepreneurs and eliminate duplication of services
 - o Create customized surveys to determine customer needs
 - o Review resource partner information to identify where gaps in services and duplications exist
 - o Compile a report on gaps and duplications identified to share with AEC members, resource partners, and funders

Denali Commission funds will support the one-year startup, launch, and marketing of this program.

Alaska SourceLink Statewide Training

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Training, technical assistance, and promotion will be vital to the success of Alaska SourceLink. To this end, AEC will utilize the following "on the ground" support. A full description of each component follows.

- Full training of AEC resource partners by U.S. SourceLink.
- Two-day regional workshops that target interested individuals and local economic development entities that are potential points-of-contact for ongoing technical assistance, tailored to the unique population of each community. Day 1 would focus on a requested business education topic. Day 2 would be an introduction and orientation to Alaska SourceLink.

1. AEC Resource Partner Training - As part of the purchase agreement with U.S. SourceLink, training will be provided to key staff of the AEC entities that will utilize, promote, and provide technical assistance for the portal. To ensure that all AEC partners have the opportunity to receive this training, multiple training sessions will be scheduled. Training will include inputting data, compiling reports, and how to:

- a. Track the entrepreneur and services already received (service providers refer to each other but many times the next agency gives the same advice);
- b. Provide intra-network knowledge of what is available;
- c. Create a database that includes provider classification, core competencies, client profile(s), and provider target market;
- d. Refer volunteers;
- e. Discover collaborative opportunities;
- f. Let service providers know what services the entrepreneur is asking for;
- g. Expand sources of funding; and
- h. Track the success of the entrepreneur by utilizing the Biz-Tracker program.

This training will strengthen the network by educating resource partners on network services, identifying gaps in service, and providing opportunities for program and funding collaboration among network partners. One of the more prominent training pieces will be learning how to compile data that measures business growth and economic impact, and utilizing it for in-depth analysis across organizations by region.

Ongoing Training of Trainers: AEC anticipates that additional service providers and economic development organizations will wish to partner and engage after the initial rollout of Alaska SourceLink, as word spreads that those providers already on board are receiving more qualified business clients. A core group from the original AEC partnership will be designated to provide technical assistance and training to those organizations to incorporate them into the portal, further strengthening its capabilities, successes, and sustainability.

While reviewing the regional registrations and also during the workshop sessions, AEC staff, facilitators and others assisting at the workshops will be looking for key individuals or organizations who may be interested in volunteering time in their local communities. This person or organization would become a community contact advocate (CCA) for the AEC. The CCA's responsibility will be to increase community awareness through local meetings and events to bring more entrepreneurs into the network and increase entrepreneurial activity. AEC foresees that Alaska SourceLink will continuously improve

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the process for providing quality services, engaging the CCAs in this process.

2. Two-day Regional Workshops - Because of the high cost of traveling to regional hubs from outlying villages and communities, AEC proposes to offer two days of training, combining a small business seminar with the web portal rollout. The first day will focus on the needs of clients with new business ideas and businesses seeking to expand. The second day will introduce the benefits of Alaska SourceLink and provide instruction on how to navigate the web portal.

These workshops will lay the groundwork for building a community coalition that encourages new business development throughout the state. This format will allow the responsible organization staff and facilitators (primarily the ARDORs) to tailor group and individual portal instruction to the individual needs of clients.

AEC anticipates strong attendance at each workshop. Interest in small business and entrepreneurial support is high: the continual rise in fuel costs means that those who could once depend solely on subsistence must now engage in cash economy activities, and those with an existing income are looking for ways to supplement that income.

AEC will fully engage with the Alaska Federation of Natives (AFN), which has now hosted four rounds of its Alaska Marketplace business idea competition, and has a list of more than 500 applicants who have either started a new business or who are working on a new business idea. Each Alaska Marketplace applicant will be personally invited to the workshop in his or her region.

- **Day 1 - Small Business Seminars:** The objective of the small business seminars is to reach the "untapped" small business audience. Current and potential entrepreneurs have specific education and information needs that aren't being met. While a number of organizations have programs for small businesses, most don't have the necessary resources to reach into all areas effectively, especially in rural and remote areas of Alaska. By providing this assistance to businesses developers, we will support the stability of local economies and the quality of life in the area.

The pool of business skills (including management, finance, and marketing) among small rural businesses is clearly expandable through educational workshops. Furthermore, the incidence and success of entrepreneurial activities will also be influenced. This will be captured through potential clients identifying with AEC partners as their primary source available to help with barriers, challenges, and mentorships, as well as peer-to-peer roundtable discussions.

In considering AEC's opportunity to respond to the perceived gap in rural business education through these seminars, the subject matter and educational materials are not new, just the audience. There is an ample supply of small business education materials that have been developed for small business in both rural and urban areas that will be utilized; however, facilitators will tailor these concepts and materials to the unique clientele of each regional workshop. Each regional workshop will address the needs of individual entrepreneurs, recognize the diversity of businesses, and capitalize on most frequently asked questions regarding resources. The seminar will include other fundamental ingredients such as innovation, entrepreneurship, business skills and planning, leadership, infrastructure, customer management, consumers, marketing, and financing.

Review of the above topics prior to the web portal orientation will give participants a clearer picture of their specific needs and what resources they should be seeking. Questions generated during the workshop will serve as examples for portal navigation in the next day's session.

- **Day 2 - Introduction and Orientation to Web Portal:** Entrepreneurs must spend a disproportionate amount of time and resources finding out what support services are available to

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them and which of the multiple organizations can best meet their individual (and sometimes geographic) needs. The availability of the web portal will reduce and eventually eliminate this issue, encouraging more entrepreneurs to pursue their business ideas.

Designated organizations (primarily the ARDORs in conjunction with other AEC partners) will take the lead in facilitating and promoting the visibility, simplicity and instruction of the web portal during the regional training sessions. AEC partners who have participated in the initial portal training provided by U.S. SourceLink will facilitate the workshops.

This workshop will introduce participants to Alaska SourceLink and instruct them on the navigational tools and resources housed within the portal. The training will emphasize hands-on learning, allowing all participants the opportunity to fully engage in operating a computer, locating the site, and navigating and manipulating the information on the site according to their needs. Since participants may have varying levels of computer literacy, each workshop facilitator will have volunteers on hand to assist individual participants as needed, to build their confidence and ensure a productive experience.

Instruction will first define a common language between entrepreneurs and service providers to remove confusion when searching for services. Further instruction will include identifying and using all components of the portal, selecting desired organization resources, utilizing the Resource Navigator, finding resource documents and templates, obtaining lender information, etc.

The successful outcome of the promotion, value creation and state-wide utilization of the portal will be an environment that represents new business opportunities for operators and providers, resulting in stronger community economies.

Promotion/Marketing of Alaska SourceLink

Workshops: AEC will undertake an initial grassroots marketing effort to promote the web portal as a reliable and efficient resource and to publicize the toll-free telephone number. Each ARDOR or other designated AEC organization will work closely with specific entities in each workshop community, providing flyers and other promotional materials for communitywide distribution at least one month prior to the training. Other advertising methods will include local newspapers, radio spots, mass e-mail announcements, and public service announcements (PSA). A toll-free number will be available for potential participants to call with questions or to be provided assistance in filling out the forms.

Web Portal: The portal must be highly visible within the state to have an impact. AEC will form a committee to take responsibility for marketing the 800 hotline number to bring more entrepreneurs to the network. This committee will use grassroots techniques to increase awareness of Alaska SourceLink and establish its presence in communities, targeting aspiring, emerging and existing business owners, and community referral partners.

Strategies will include attendance at local events, speaking at a variety of organization meetings, articles in association newsletters, developing a strong partnership with Chambers of Commerce and the Alaska Municipal League, exhibiting at business expositions and trade shows, and e-newsletters. AEC will also market Alaska SourceLink to key community referral partners such as bankers, attorneys, accountants, insurance agents, and others with an interest in getting the word out to entrepreneurs.

Requirements for Workshop Participation

The ARDORs, as a group, will develop registration forms and determine eligibility criteria at their annual meeting in Juneau in early February and finalize the forms by March. At total of six (6) hours of

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the annual meeting agenda has been dedicated to this project. Representatives from the University of Alaska Center for Economic Development will participate in these discussions.

Registration forms will be sent to each workshop community at least one month in advance of the scheduled training with two weeks for them to register. These forms will collect regular registration information and include a section that identifies the workshop participant's interest level in starting or expanding a small business, as well as asking what experience or resources have already been identified. Staff of any economic development organizations or other referral organizations providing business assistance in the community will be automatically eligible to attend. AEC would require those organizations to attend both workshop days so they can fully engage with the individual business developers and provide information on their services. Once the forms are received by the regional ARDOR, they will be evaluated to determine eligibility for travel and lodging scholarships. Each registrant will be contacted by the respective ARDOR if more answers are needed to clarify the purpose of the registration or to gain information on any sections that were omitted.

Once a comprehensive list of eligible clients is developed, all arrangements for travel and lodging will be completed by the ARDOR or designated AEC organization

Computer Accessibility - If workshop participants do not have their own computer to continue their independent research and networking, AEC partners have confirmed that there is access to a computer in most communities at the following places: college campuses, tribal council buildings, schools, libraries, and other community-based facilities. AEC partners can assist participants as needed in identifying access to a local computer.

Workshop Clients

Each ARDOR was actively involved in the planning and development of this project, and each ARDOR and other AEC partners completed a survey to determine where workshops should be held, how many clients would attend, and what travel costs would be. The estimated number of clients was based on participation levels in previous workshops.

Workshop Training Schedule - Small Business and Portal Instruction

LOCATION	TIMELINE	# OF CLIENTS	RESPONSIBLE ORGANIZATION
Anchorage	5/09	40	AEDC/SBDC
Nome	5/09	30	BSDC
Unalakleet	6/09	10	BSDC
Glennallen	5/09	17	CVDA
Fairbanks	5/09	20	FNSB
Denali	6/09	15	FNSB
Delta Junction	6/09	15	FNSB

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Aniak	9/09	40	IRRC
Kenai	5/09	40	KPEDD
Bethel	5/09	35	LKEDD
Wasilla	5/09	12	MAT-SU/SBDC
Palmer	9/09	12	MAT-SU/SBDC
Kotzebue	10/09	40	NWAB
Valdez	5/09	26	PWSEDD
Cordova	6/09	10	PWSEDD
Juneau	5/09	25	SE
Sitka	6/09	20	SE
Skagway	6/09	15	SE
Dillingham	10/09	10	SWAMC
Kodiak	10/09	10	SWAMC
King Salmon	9/09	10	SWAMC
Unalaska	9/09	10	SWAMC
Sand Point	10/09	10	SWAMC
Doyon Region	9/09	25	AVI
Calista Region	10/09	25	AVI
<ul style="list-style-type: none"> • Workshop dates are subject to change, depending on the public launch date. 			

Project Outcomes

It will likely take at least a year to quantify specific outcomes that measure the success of Alaska SourceLink. In the first year, AED partners will be measuring outputs: that is, number of workshops held, number of clients attending, number of businesses started or expanded by workshop participants. As a result of the combined workshops, more than 500 entrepreneurs will begin accessing the portal to connect with the assistance they need to develop or expand their business.

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Data will be collected during the first year in the form of followup surveys with clients to determine if they were helped by the assistance and what impact it had on their business. AEC will work with U.S. SourceLink to identify best practices from other SourceLink projects in measuring success and put indicators and a measurement process in place. From the beginning, AEC will have the capability, using system reports, to indentify which services are lacking or missing. The hotline operators will also provide key anecdotal information from their direct contact with clients about where support is lacking in the state.

PROJECT IMPLEMENTATION SCHEDULE

Work will start on Alaska SourceLink at the beginning of 2009, with an anticipated launch date between early May and early June.

WEEK	START	RESPONSIBILITY	ACTIVITY
1	1/5/09	AEC	ID regional key stakeholders & implementation team.
2	1/12/09	USSL	Kick off conference call meeting w/stakeholders.
3	1/19/09	USSL	Regional meeting w/U.S. SourceLink project director/staff, founding partner liaison(s) <ul style="list-style-type: none"> • Overview of U.S. SourceLink model • Training on resource partner recruitment • Training on The Resource Navigator • Training on client interfaces (phone/email) • Discussion of Biz Trakker • Discussion of Website
4-6	1/26/09 - 2/9/09	AEC & USSL	Training needs assessment outlined, deliverable defined, training timeframe outlined and defined. Final implementation plan developed with responsibilities defined. Remote training on Website functionality. <ul style="list-style-type: none"> • ID resource partners • Hold regional partner meeting • Distribute Resource Navigator input forms to resource partners • Begin Resource Navigator data entry • Decide look and feel of Website & logo
8-10	2/23/09 - 3/9/09	AEC AEC w/input from USSL AEC	Complete load of Resource Navigator Turn on pre-launch version of Website with limited sections Client services plans in place (Hotline protocol);

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			appropriate staff trainer
11-14	3/16/00 - 4/6/09	AEC assisted by USSL	Load Website information. Update resource partners on project progress.
15	4/13/09	USSL	Site visit by USSL staff to: <ul style="list-style-type: none"> • Ensure system operation • Conduct Biz Trakker training & additional training on infrastructure tools
16-18	4/20/09 - 5/4/09	AEC assisted by USSL	Materials and plan developed for public launch.
20-26	5/11/09 - 6/22/08	AEC	PUBLIC LAUNCH

KEY: AEC - Alaska Entrepreneurial Consortium; USSL - U.S. SourceLink

KEY PERSONNEL

Alaska SourceLink is a collaboration of at least fifteen non-profit and public entities whose mission is to support entrepreneurship and economic development. An Executive Committee comprising representatives from five of these organizations will provide oversight of the program.

The key personnel engaged in the start-up, launch, and marketing of Alaska SourceLink are current employees of three AEC partners: the University of Alaska Center for Economic Development (UACED), Bering Strait Development Council, and Alaska Village Initiatives (AVI).

The projected amount of time to be dedicated to the Alaska SourceLink startup is detailed below, along with a description of the responsibilities of each staff member.

POSITION	STAFF MEMBER	DESCRIPTION OF DUTIES
Network Builder/ Communicator	UACED Entrepreneurship Training Coordinator	Direct the project on behalf of AEC and act as liaison with USSL & executive committee; conduct community outreach and lead marketing campaign
Network Central Coordinator	UACED Program Coordinator	Help set up network operations (identify stakeholders, organize resources); provide support to launch of Alaska SourceLink and training and marketing plan
Network Navigator 1 (.50 FTE)	Alaska Village Initiatives Project Director	Staff Alaska SourceLink hotline

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Network Navigator 2 (.50 FTE)	Bering Strait Development Council Planning & Dev. Specialist	Staff Alaska SourceLink hotline
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Startup Phase (December 15, 2008 - December 31, 2009)

AEC partners will be very engaged during this phase, especially those serving on the executive committee and providing guidance and oversight to the project. Christi Bell, Executive Director of UACED, will act as the University's Project Investigator for this initiative and her time will be considered in-kind to the project. Funding is requested for the following two positions, which will contribute an equal amount of undocumented in-kind.

On behalf of AEC, the UACED Entrepreneurship Training Coordinator, Linda Ketchum, will take on the role of **Network Builder/Communicator** in directing the project activities outlined in the implementation schedule. Ms. Ketchum has many years' experience in the Alaska nonprofit sector, including identifying resources and connecting individuals to needed services, as well as developing and implementing special programs. She has a Master's in Adult Education and teaches a graduate level class in social entrepreneurship at UAA.

The UACED Program Coordinator, Laura Davis, will act as the **Network Central Coordinator**, assisting with setting up the network operations and supporting the launch and marketing of the website. Ms. Davis has experience in managing all aspects of nonprofit operations, and designing, developing, and reporting surveys.

Two AEC partners, Bering Strait Development Council (BSDC) and Alaska Village Initiatives (AVI), will share coverage of the toll-free hotline five days a week, 8:30 AM to 4:30 PM, using existing staff positions to act as the **Network Navigator**. AVI is in the process of filling its Project Director position. BSDC will allocate a portion of the Planning and Development Specialist's time to this project. These positions are dedicated to assisting small business, and the staff person is knowledgeable about statewide resources and experienced in working with clients by phone.

First Year Implementation (January 1 - December 31, 2010)

Once Alaska SourceLink is up and running, the Executive Committee and AEC members will continue to play key roles in the oversight and marketing of the program.

AEC is in the process of securing other funding and sponsorships for the ongoing implementation and maintenance of Alaska SourceLink. The Network Builder will continue to lead these efforts, with assistance from the Network Central Coordinator. AVI and BSDC will continue to staff the Network Navigator position, but it is anticipated that successful marketing efforts will necessitate the creation of a position dedicated solely to Alaska SourceLink, to be funded from other sources.

PROPOSED BUDGET

a. **Salaries** - The project team will consist of staff from the University of Alaska Anchorage. University of Alaska Anchorage staff will be responsible for project management, coordination with U.S. SourceLink, development of initial marketing collateral for the portal, IT support for within Alaska and coordination with Alaska Entrepreneurial Consortium partners.

- An estimated 700 hours for Linda Ketchum for project management, coordination with partners, and U.S. SourceLink coordination.
- An estimated 300 hours for Laura Davis for outreach coordination and assistance with partner

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coordination.

- An estimated 20 hours for Jim Kerr for onsite IT support.
- An estimated 40 hours for Clemencia Merrill for marketing collateral development.

b. **Benefits** - Staff benefits are applied according to proposed benefit rates for FY09. A copy of the rate proposal for UAA is available at: http://www.alaska.edu/controller/cost-analysis/negotiated_agreements.html

c. **Domestic Travel** - In-state travel is estimated at \$12,750 for the Network Builder to travel to regional hubs (Bethel, Juneau, Glennallen, Kenai, Kotzebue, and Fairbanks) and other communities to provide training of trainers and assist program partners with training delivery during the portal rollout period. Per-diem (meals/incidentals/lodging) is estimated at \$160/day per UA Board of Regents regulations for Alaska in-state travel. All travel expenses are associated with the marketing of the web-based portal. Presentations at the following statewide or regional events are also planned: Alaska Municipal League, Rural Small Business Conference, Alaska State Chamber of Commerce, Alaska Federation of Natives, and Southeast Conference.

d. **Equipment** - No equipment will be purchased.

e. **Supplies** - Project related supplies for the production of collateral or meeting materials will be purchased.

f. **Contractual** - Includes expo and exhibition fees (\$1,500), printing services for collateral marketing materials (\$3,172), statewide radio and newspaper advertising \$7,500), and communication expenses such as copies, postage, toll charges (\$2,800).

Sub-awards - A sub-award will be made to U.S. SourceLink for the provision of the SourceLink Model licensing, consulting services, web template, Resource Navigator and Biz-Trakker establishment and community referral network - portal implementation support. Fees include:

\$75,000 Includes:

- First year hosting fees for Website, The Resource Navigator, 5-user Biz-Trakker
- 10 Training Days
- Full set of Guides
- 160 Hours Hotline Support
- 80 Hours On-Site Support

\$30,000 - \$15,000 Annual Licensing Fee (Years 1 & 2) Includes:

- Hosting Fees
- 40 Hour Hotline Support
- Upgrades

\$5,000 Additional U.S. SourceLink Consulting

State of Alaska Economic Development Resource Guide -
Data Conversion and Customization \$125/hour x 20 hours
Website Customization \$125/hour x 20 hours

Additionally, a sub-award will be made to partners (named below) within the Alaska Entrepreneurial Consortium. The Alaska Regional Development Organizations and other program partners were selected for their regional expertise. See the Partner Sub-Award Budget spreadsheet for details.

ANCHORAGE ECONOMIC DEVELOPMENT CORPORATION: Forty (40) clients from

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Anchorage for small business training and web portal orientation and instruction. **Airfare:** None. **Lodging:** None. **Per diem:** None. **Advertisement/Client Screening:** 2 x 2 ads @ \$150 plus identification of best community candidates to attend and potential mentors for the train the trainer. **Supplies:** \$300/training (including facility rental, snacks, printed/other materials).

BERING STRAIT DEVELOPMENT COUNCIL: Two (2) clients from each of 15 area villages (30) will be brought to Nome for small business training and web portal orientation and instruction. An additional 10 clients from Nome will participate. Two (2) AEC trainers will fly to Unalakleet to conduct the two-day workshop there. **Airfare:** Based on average fare of \$350. **Lodging:** based on \$200/night x 2 nights. **Per diem:** Based on \$60/day x 2 days. **Advertisement/ Client Screening:** 2 x 2 ads @ \$150 plus identification of best community candidates to attend and potential mentors for the train the trainer. **Supplies:** \$300/training (including facility rental, snacks, printed/other materials). **Network Navigator:** Estimated 300 hours to staff hotline. 800 Phone Line: \$1,500.

COPPER VALLEY DEVELOPMENT ASSOCIATION: Thirty (30) clients will be brought to Copper Valley for small business training and web portal orientation and instruction. An additional 10 (ten) clients from Copper Valley will participate. **Airfare:** Based on average fare of \$300 (includes costs of rental car). **Lodging:** Based on \$150/night x 2 nights. **Per diem:** Based on \$60/day x 2 days. **Advertisement/Client Screening:** 2 x 2 ads twice @ \$150 plus identification of best community candidates to attend and potential mentors for the train the trainer. **Supplies:** \$300/training (including facility rental, snacks, printed/other materials).

FAIRBANKS NORTH STAR BOROUGH: Twenty five (25) clients brought in to Fairbanks from outlying areas for small business training and web portal orientation and instruction. Fifteen (15) clients each from Denali and Delta Junction. **Airfare:** Based on average fare of \$500 plus \$200 each for driving to Denali and Delta. **Lodging:** Based on \$150/night x 2 nights. **Per diem:** Based on \$60/day x 2 days. **Advertisement/Client Screening:** 2 x 2 ads @ \$150 plus identification of best community candidates to attend and potential mentors for the train the trainer. **Supplies:** \$300/training (including facility rental, snacks, printed/other materials).

INTERIOR RIVERS RC&D: Two (2) clients from each area village, total thirty-two (32), will be brought to Aniak for small business training and web portal orientation and instruction. An additional eight (8) clients from Aniak will participate. **Airfare:** Based on average fare of \$300. **Lodging:** Based on \$125/night x 2 nights. **Per diem:** Based on \$60/day x 2 days. **Advertisement/ Client Screening:** 2 x 2 ads @ \$150 plus identification of best community candidates to attend and potential mentors for the train the trainer. **Supplies:** \$300/training (including facility rental, snacks, printed/other materials).

KENAI PENINSULA ECONOMIC DEVELOPMENT DISTRICT: Forty (40) clients will participate, twenty (20) from the Kenai area, ten (10) from Homer, and ten (10) from Seward. **Mileage:** Estimated at \$100 per person. **Lodging:** Based on \$150/night x 1 night for 20 people. **Per diem:** Based on \$60/day x 2 days for 20 people. **Advertisement/ Client Screening:** 2 x 2 ads @ \$150 plus identification of best community candidates to attend and potential mentors for the train the trainer. **Supplies:** \$300/training (including facility rental, snacks, printed/other materials).

LOWER KUSKOKWIM ECONOMIC DEVELOPMENT COUNCIL: Twenty (20) clients from area villages will be brought to Bethel for small business training and web portal orientation and instruction. An additional fifteen (15) clients from Bethel will participate. **Airfare:** Based on average fare of \$600. **Lodging:** Based on \$150/night x 2 nights. **Per diem:** Based on \$60/day x 2 days. **Advertisement/Client Screening:** 2 x 2 ads @ \$150 plus identification of best community candidates to attend and potential mentors for the train the trainer. **Supplies:** \$300/training (including facility rental, snacks, printed/other materials).

MAT-SU RC&D: Twenty-four (24) clients will come to Wasilla and Palmer for small business training

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and web portal orientation and instruction. **Airfare:** None. **Lodging:** None. **Per diem:** None. **Advertisement/Client Screening:** 2 x 2 ads @ \$150 plus identification of best community candidates to attend and potential mentors for the train the trainer. **Supplies:** \$300/training (including facility rental, snacks, printed/other materials).

NORTHWEST ARCTIC BOROUGH: Thirty (30) clients from area villages will be brought to Kotzebue for small business training and web portal orientation and instruction. An additional ten (10) clients from Kotzebue will participate. **Airfare:** Based on average fare of \$400. **Lodging:** Based on \$150/night x 2 nights. **Per diem:** Based on \$60/day x 2 days. **Advertisement/Client Screening:** 2 x 2 ads @ \$150 plus identification of best community candidates to attend and potential mentors for the train the trainer. **Supplies:** \$300/training (including facility rental, snacks, printed/other materials).

PRINCE WILLIAM SOUND ECONOMIC DEVELOPMENT DISTRICT: Sixteen (16) clients will be brought to Valdez for small business training and web portal orientation and instruction. An additional ten (10) clients from Valdez will participate. Two (2) trainers will fly to Cordova to conduct a workshop for at least (10) clients. **Airfare:** Based on average fare of \$400. **Lodging:** Based on \$150/night x 2 nights. **Per diem:** Based on \$60/day x 2 days. **Advertisement/ Client Screening:** 2 x 2 ads @ \$150 plus Identification of best community candidates to attend and potential mentors for the train the trainer. **Supplies:** \$300/training (including facility rental, snacks, printed/other materials).

SOUTHEAST CONFERENCE: Twenty-five (25) clients from outlying villages will be brought to Juneau for small business training and web portal orientation and instruction. Workshops will also be held in Sitka (20) and Skagway (15), with two instructors flying to these locations. **Airfare:** Based on average fare of \$300 to bring clients in for Juneau training plus 2 staff to Sitka and Skagway. **Lodging:** Based on \$150/night x 2 nights. **Per diem:** Based on \$60/day x 2 days. **Advertisement/Client Screening:** 4 ads @ \$150 plus identification of best community candidates to attend and potential mentors for the train the trainer. **Supplies:** \$300/training (including facility rental, snacks, printed/other materials).

SOUTHWEST ALASKA MUNICIPAL CONFERENCE: Five (5) to seven (7) clients served in five communities (25-35): Dillingham, King Salmon, Kodiak, Sand Point, Unalaska. **Airfare:** Based on two (2) SWAMC staff travelling to the 5 communities based on an average fare of \$650. **Lodging:** Based on \$150/night x 1 night for 2 staff x 5 locations. **Per diem:** Based on \$60/day x 2 days. **Advertisement/Client Screening:** 2 ads per community training @ \$75/ad plus identification of best community candidates to attend and potential mentors for the train the trainer via research, surveys, phone calls, etc. **Supplies:** \$300/training (including facility rental, snacks, printed/other materials).

ALASKA VILLAGE INITIATIVES: Fifty (50) clients from areas not served by ARDORs, primarily Doyon and Calista Regions. **Airfare:** Based on 50 participants travelling to two locations with an average airfare of \$300. **Lodging:** Based on \$125/night x 2 nights. **Per diem:** Based on \$60/day x 2 days. **Advertisement/Client Screening:** 2 ads per community training @ \$150/ad plus identification of best community candidates and potential mentors for the train the trainer via research, phone calls, etc. **Supplies:** \$300/training (including facility rental, snacks, printed/other materials). **Network Navigator:** Estimated 300 hours to staff hotline. **800 Phone Line:** \$1,500.

g. **Construction** - No construction is planned.

h. **Other** - Other expenses include postage, telephone long-distance and parking.

i. **Total Direct Charges** - Sum of items a through h.

j. **Total Indirect** - Facilities and Administrative (F&A) Costs are calculated at 5.0% as per the granting agencies guidelines.

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BUDGET SUMMARY

Description	Amount Requested
Personnel (UACED)	\$34,743
Fringe Benefits	\$18,223
Travel	\$12,750
Equipment	\$0
Supplies	\$500
Contractual/Sub-Awards	\$367,600
Other	\$0
Total Direct	\$433,816
Total Indirect (5%)	\$15,479
Total Project Cost	\$449,295

All Commission funding is intended for use for the scope of work identified in the Award document only. Any balance of funds remaining after the full scope of work has been completed will be returned to the Denali Commission.

2. Milestones

The following milestones are identified as the major steps to be completed as part of the project. "Planned" dates for the first milestone are included here. As part of each progress report, recipients shall update the progress toward meeting these milestones (see section 7, Reporting).

Milestone	Planned Start Date	Planned End Date	Actual Start Date	Actual End Date	Units	Total Cost at Completion
In-Progress	12/15/2008	06/30/2010	mm/dd/yyyy	mm/dd/yyyy	nn	\$
Project Close-out	07/01/2010	09/30/2010	mm/dd/yyyy	mm/dd/yyyy	nn	\$

3. Award Performance Period

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The Award performance period is December 15, 2008 through June 30, 2010. This is the period during which Award recipients can incur obligations or costs against this Award.

4. Direct and Indirect Costs

The cost principles of OMB A-21 are applicable to this Award. Indirect costs up to 5% are allowable under this Award. Please refer to the cost principles regulations for specific details on other allowable charges under this Award.

5. Budget and Program Revisions

The Administrative Circular, 2 CFR Part 215 (formerly OMB A-110), applies to this Award. Please refer to the Administrative Circular for specific details on revisions to this Award. The Administrative Circular requires that the University of Alaska Anchorage will inform the Commission in writing (e-mail, letter, or report) at the earliest possible date of any unanticipated project cost overrun, project schedule delays, or changes in the project scope or changed site conditions.

6. Payments

Payments under this Award will be made by electronic transfer in response to a "Request for Advance or Reimbursement", Standard Form 270 (SF-270) submitted by the University of Alaska Anchorage. Requests for reimbursements may be made as needed. The SF-270 must be submitted to the Denali Commission via fax, e-mail (finance@denali.gov) or mail in order for payment to be processed. The form is available on the OMB website: http://www.whitehouse.gov/OMB/grants/grants_forms.html. Payments shall be made in accordance with 2 CFR Part 215. Please contact the Denali Commission's Finance Specialist at (907) 271-1414 for further information about submitting this form. No interest will be accrued on these funds.

7. Reporting

Two forms of project reporting are required under this Award, listed below. University of Alaska Anchorage shall submit reports using the Denali Commission's on-line Project Database System, available at <http://www.denali.gov/>. If there are technical limitations which may prevent the recipient from meeting this requirement, please contact the Program Manager listed in this agreement.

a. Progress Reports shall be submitted on a quarterly basis. The first reporting period is December 15, 2008 to March 31, 2009 and quarterly thereafter. Reports are due within 30 days of the end of the reporting period. Progress reports shall include the following:

i. Total project funding, including both Denali Commission funding and other project funding sources.

ii. The total project expenditures for the project as of the end of the reporting period, including both Denali Commission and Other funding sources.

iii. Updated schedule and milestone information as identified in the Scope of Work

iv. Narrative summary of the project status and accomplishments to date, and address the following questions: is the project on schedule, is the project on budget, and what actions are planned to address any project problems.

v. Non-Construction Projects For minor repair and renovation projects or other non-construction projects, pictures should be provided of before and after, or photos that are representative of the funded activity, to the extent possible. Photos shall be provided in a digital format as part of the on-line report.

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A short description of the activity and names of those in the photos shall also be provided.

b. Federal Single Audits shall be submitted annually, when required. In accordance with OMB Circular A-133, which requires [subpart 200] "Non-Federal entities that expend \$500,000 or more in a year in Federal awards shall have a single or program-specific audit conducted for that year in accordance with the provisions of this part [subpart 205]. The determination of when an award is expended should be based on when the activity related to the award occurs."

Recipients shall also submit single audits to the Federal Clearinghouse as designated by OMB. Information can be found on the following web-site: <http://harvester.census.gov/sac/>

In addition to reporting quarterly, the University of Anchorage Alaska shall meet twice annually with the Commission to report lessons learned and project status. These meetings shall include community participation.

8. Project/Award Close-Out

The project close-out report shall be completed within 90 days of the end of the Award performance period or within 90 days of the completion of the project, whichever is earlier. Recipients must also draw down any remaining funds for expenditures incurred under this award during this 90-day period.

The project close-out report shall be submitted on-line through the Denali Commission's on-line Project Database System, available at <http://www.denali.gov/>. The project close out will require the recipient to submit the following information:

- a. Final data for each item listed in paragraph 7(a) "Progress Reports"
- b. Final project expenditures itemized by the following categories: planning & design; materials & equipment; freight; labor; project administration/overhead and other expenses.
- c. Acknowledgement of support: For all non-construction projects, the Award recipient shall include an acknowledgement of the Government's support for the project(s) developed under this Award. The format for acknowledgement of the Government's support for non-construction awards will vary with each award and must be agreed upon between the Award recipient and the Denali Commission Project Manager. Costs associated with this requirement shall be paid out of the project funding received by the Award recipient from the Denali Commission.

9. Public Policy Laws and Assurances

Award Recipients are required to comply with the public policy laws and assurances on Standard Forms SF 424b (non-construction projects). Some of the laws are highlighted below for your reference.

To the maximum extent practicable, considering applicable laws, Funding Recipients shall accomplish the project contemplated by the Award using local Alaska firms and labor.

No portion of this award may be used for lobbying or propaganda purposes as prohibited by 18 U.S.C. Section 1913 or Section 607(a) of Public Law 96-74.

Project level environmental reviews in accordance with the National Environmental Policy Act (NEPA) and the National Historic Preservation Act (NHPA) are required for each project undertaken with Denali Commission funds.

10. Non-Compliance with Award Conditions

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Recipients not in compliance with the terms and conditions of this Financial Assistance Award will be notified by the Denali Commission. The Denali Commission will work with the recipient to identify the steps necessary to bring them back into compliance, and will establish an appropriate time frame for the corrections to be made. If the corrections have not been made by the deadline, the Denali Commission reserves the right to either suspend or unilaterally terminate the Financial Assistance Award for non-performance.

11. Program Manager, Financial Manager & Other Contact Information

Denali Commission	University of Alaska Anchorage
Mark Allred Program Manager 510 L Street, Suite 410 Anchorage, AK 99501 Phone: 907-271-1414 Fax: 907-271-1415 E-mail: mallred@denali.gov	Linda Ketchum Project Manager 3211 Providence Drive, 507G Anchorage, AK 99508 Phone: 907-786-5415 Fax: 907-786-5446 Email: afldk@uaa.alaska.edu
Mariah McNair Grants Specialist 510 L Street, Suite 410 Anchorage, AK 99501 Phone: 907-271-2367 Fax: 907-271-1415 E-mail: mmcnair@denali.gov	Karol Weatherby Financial Contact 3211 Providence Drive Anchorage, AK 99508 Phone: 907-786-1663 Fax: 907-786-1021 Email: anklw2@uaa.alaska.edu